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AGO D/A ltr, 29 Apr 1980; AGO D/A ltr, 29 Apr 1980	

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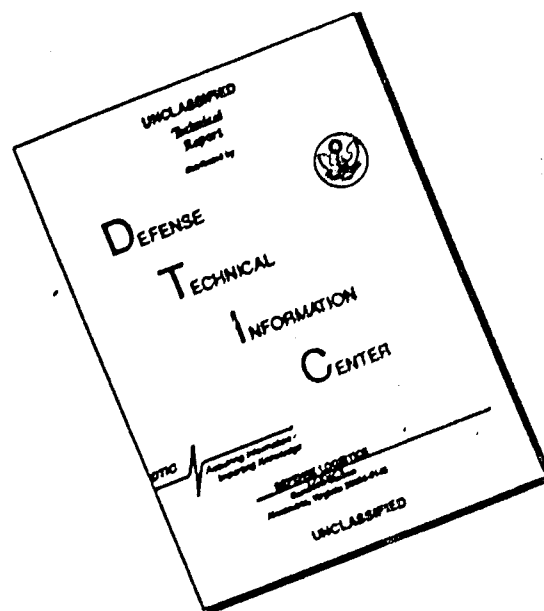
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**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ADJUTANT GENERAL**  
WASHINGTON, D.C. 20310

(2)

DAAG-PAP-A (M) (1 Jun 72) DAFFD-OTT -712110

14 June 1972

SUBJECT: Operational Report - Lessons Learned, Headquarters, Delta  
Logistical Support Activity, 48th Transportation Group,  
Period Ending 31 October 1971 (U)

Operational rept. for period ending 31 Oct 71.  
SEE DISTRIBUTION

1. The attached report is forwarded for review and evaluation in accordance with para 4b, AR 525-15. (10 10 Nov 71)
2. The information contained in this report is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adapted for use in developing training material. (12 16p.)
3. Information of actions initiated as a result of your evaluation should be forwarded to the Assistant Chief of Staff for Force Development, ATTN: DAFFD-OTT within 90 days of receipt of this letter.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Verne L. Bowers*  
VERNE L. BOWERS  
Major General, USA  
The Adjutant General

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DEPARTMENT OF THE ARMY

DELTA LOGISTICAL SUPPORT ACTIVITY (PROV) AND 48TH TRANS GROUP

AVCS AB DLSA GO

10 November 1971

SUBJECT: Operational Report-Lessons Learned, Delta Logistical Support Activity (Prov) & 48th Transportation Group, Period Ending 31 October 1971  
RCS (CSFOR-65) (R-3) (U)

Assistant Chief of Staff for Force Development  
Department of the Army  
Washington D.C. 20310

1. Section I Operations Significant Activities

a. (U) MISSION: The mission of the Delta Logistical Support Activity (Provisional) and 48th Transportation Group during the six month reporting period ending 31 October 1971 was to plan for and furnish supply, service and maintenance support to US and Free World Military Assistance Forces located in Military Region IV. Specifically DLSA was tasked to:

Continue  
NEXT PAGE  
→

(1) Provide retail Class I, II, III, IIIA, IV, V, VA, VII, and IX items to authorized customers.

(2) Provide direct support maintenance and certain organizational maintenance to authorized customers as directed by USASUPCOM, Saigon.

(3) Provide for port operations as necessary.

(4) Provide port clearance, line haul and local haul transportation services.

(5) Provide Graves Registration and Collection Services.

(6) Operate Household Goods/Unaccompanied Baggage Processing Centers.

(7) Provide a contracting officer's representative for commercial laundry, bakery and stevedoring contracts and other contracts as required.

(8) Provide a call forward officer to order and supervise deliveries of bulk POL by contract carriers.

(9) Operate collection points for unserviceable equipment and materials and arrange for retrograde to in-country locations as directed by CG, USASUPCOM, Saigon.

(10) Furnish technical assistance teams as part of direct support maintenance missions.

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SUBJECT: Operational Report-Lessons Learned; Delta Logistical Support Activity (Prov) & 48th Transportation Group, Period Ending 31 October 1971, RCS (CSFOR-65) (R-3) (U)

→ The reduction of US strength in Vietnam and the accelerated Vietnamization Program have significantly affected the mission of DLSA/48th Transportation Group during the reporting period. Many customers have departed the Delta region while civilian contractors have been gradually assuming more of the remaining commitments.

b. (U) COMMAND: During the reporting period, DLSA/48th Trans Gp had three Commanding Officers. COL William R. Huggins, TC, commanded from the beginning of the period until 4 Aug 71; COL Richard J. Scherberger, TC, commanded from 5 Aug 71 until 13 Oct 71; COL Donald R. Condrill, TC, has been commanding officer since 14 Oct 71. The CO, DLSA/48th Trans Gp reports directly to the Commanding General, USASUPCOM, Saigon.

c. (U) ORGANIZATION:

(1) On 1 Sep 71, DLSA/48th Trans Gp changed from a directorate type staff to a coordinating staff. Director of Administration and Personnel became S-1; Director of Transportation and Director of Security, Plans and Operations combined to form S-2/3; and Director of Maintenance and Director of Supplies and Services combined to form S-4. With the reduction of men and mission, it was felt that the normal group staff could adequately meet the requirements for essential staff supervision.

(2) The overall structure of DLSA/48th Trans Gp, as shown in the inclosed organizational chart, has also changed from the previous reporting period. Units have been affected as follows:

(a) On 17 Aug 71, the 292nd Finance Section was changed from attached to assigned to DLSA.

(b) On 30 Jun 71, the 570th AFU was changed from attached to DLSA to assigned.

(c) On 27 Sep 71, the 570th AFU was changed back to an attached status with operational control vested in the newly formed US Army Postal Group, Vietnam.

(d) On 30 Jun 71, the 550th Ordnance Detachment was inactivated.

(e) On 23 Aug 71, the 534th Trans Co began operating as a medium truck platoon under the control of the Commanding Officer, 120th Trans Co.

(f) By 30 Sep 71, there was a report of zero strength rendered for the 261st Maintenance Detachment in anticipation of an official standdown because of greatly decreased mission requirements.

(g) This headquarters began working on a modified TOE for the 228th Supply and Services Co to be forwarded to USASUPCOM, SGN in November for approval.

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The changes in the organization of DLSA/48th Trans Gp were concentrated at the end of the reporting period adding to the real and anticipated acceleration of the US withdrawal from Vietnam.

d. (C) PERSONNEL:

(1) The following table reflects the authorized and assigned strength for DLSA/48th Trans Gp as of 31 October 1971:

UNIT	DLSA/ 48th Trans Gp					
	<u>AUTHORIZED</u>			<u>ASSIGNED</u>		
	Off	WO	EM	Off	WO	EM
HHD	10	2	38	20	0	80
120th	4	1	165	2	0	111
524th	4	1	118	1	0	32
1099th	5	0	172	2	1	77
440th	3	0	96	2	0	98
259th Trans	0	0	10	0	0	13
228th	6	0	166	7	0	155
235th QM Det	0	0	8	0	0	3
526th	4	4	175	3	1	191
30th Sig Det	0	0	8	0	0	7
261st Maint	1	0	31	0	0	0
524th Eng	0	1	21	0	0	0
292nd Fin	5	2	99	6	0	110
(Sub Total)	42	11	1107	41	3	885
Attached						
1st Plt 510th Eng Co	0	1	20	0	0	10
570th APU	2	0	32	2	0	30
TOTAL	44	12	1159	43	3	925

(2) The following table, which takes into account a TDA change of 25 Oct 71, reflects the authorized and assigned civilian work force for DLSA/48th Trans Gp:

<u>Civilian Work Force</u>	<u>Authorized</u>	<u>On-Hand</u>
HQ's	8	8
228th S&S Co	103	101
120th Trans Co	23	16
526th Maint Co	24	24
292nd Fin Soc	32	32
570th APU	1	1
TOTAL	191	185

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e. (C) INSTALLATION CHANGES: The Commanding Officer, DLSA/48th Trans Gp is also the Installation Coordinator for Binh Thuy Army Post and his staff also functions as the post staff. Changes at Binh Thuy significantly affected the mission during this reporting period. The standdown of units at Binh Thuy had the following effect: (a) Fewer units now exist for coordinated events at Binh Thuy; (b) Fewer customers need to be supported; and (c) Fewer personnel are available for the defense of the post thereby creating larger demands on DLSA for manpower. As with changes in organization, most installation changes occurred in the latter part of the reporting period. The absorption of the 534th Trans Co with 120th Trans Co, the standdown of the 104th Engineer Dump Truck Co on 31 October 1971, and the planned relocation of the 213th Engineer Detachment and 1099th Trans Co to other areas on post in early November will allow the turnover of the southernmost quarter of Binh Thuy Army Post to the RVMAF in the near future.

f. (U) CHANGES IN THE MISSION: By the end of the reporting period, the mission of DLSA/48th Trans Gp, as stated in paragraph ia, had been significantly altered.

(1) On 20 June 1971, the 550th Ordinance Detachment was deactivated and DLSA/48th Trans Gp was relieved of command responsibility for operating an ASP within MR4. However, DLSA truck assets continued to haul ammunition from the 60th Ordinance Detachment ASP at Vinh Long. This unit, subordinate to the 3rd Ordinance Battalion of the US Army Support Command, Saigon, assumed the mission of the deactivated 550th Ordinance Detachment in MR4.

(2) Between 12 July 1971 and 10 October 1971, three port operations were shut down:

- (a) On 12 July 1971 Soc Trang Port was closed.
- (b) On 1 October 1971 Binh Thuy North Port was closed.
- (c) On 10 October 1971 Vinh Hung Port was closed.

(3) Between 26 August 1971 and 30 September 1971, the responsibility for POL resupply of seven stagefields was turned over to the ARVN. Previous to the dates cited below DLSA was responsible for the POL resupply of each ARVN operated stagefields.

- (a) 26 August 1971-Chi Lang
- (b) 30 August 1971-Rach Soi
- (c) 2 September 1971-Ca Mau
- (d) 6 September 1971-Vi Thanh
- (e) 13 September 1971-Dong Tam
- (f) 20 September 1971-Moc Hoa
- (g) 27 September 1971-Tru Vinh

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(4) During the month of June 1971 civilian contractors started assuming some of the transportation commitments of DLSA/48th Trans Gp. However, the contract terminated on 30 June at the end of the fiscal year, and contractors did not haul cargo again until 10 September 1971. By the end of October, civilian contractors were handling about seventy-five per cent of the commitments which previously had been met with DLSA transportation assets.

(5) The standdown of units throughout the Delta reduced the usual supply and service commitments facing this headquarters, but retrograde shipments increased largely because of the impact of drawdown and the redeployment of units.

g. (U) OTHER:

(1) Drugs: The use of drugs within the command continued to be a problem for DLSA/48th Trans Gp, although considerable progress was made. By means of an intense Drug Suppression Campaign, the drug problem, although still a major concern of unit commanders, was greatly reduced by the end of the reporting period. The seven day period from 22 June 1971 until 29 June 1971 was critical to the anti-drug program. During this period, Binh Thuy Army Post was closed in an effort to eliminate the supply of drugs. The crackdown emphasized the Army's determination to combat the illegal use of drugs. The use of urinalysis to detect and identify heroin users for rehabilitation or elimination from service began in September; by 31 October, forty-five men had been identified as users. The drug problem has affected the activity of DLSA/48th Trans Gp in several ways. The commander's time and resources are tied up with drug users and drug related problems, thereby giving him less time to devote attention to the majority of his troops. Legal action has been primarily related to cases of drug possession and drug related offenses such as sleeping on guard and barracks larcenies. The ineffectiveness of drug users to perform mission requirements has created a false impression of each DLSA unit's overall ability to perform the mission.

(2) Weather: The period from 1 May 1971 to 31 October 1971 covers nearly all of the rainy season in the Delta region of Vietnam. Occasionally, convoy operations were delayed due to weather which prevented essential air cover. Because the rainy season was relatively dry, however, weather was not a significant factor influencing the operations of DLSA/48th Trans Gp.

2. (C) Section II Lessons Learned: Commander's Observations, Evaluations and Recommendations

a. (U) PERSONNEL:

(1) Requirement for Sergeant E-6 as Coxswain

(a) OBSERVATION: The reduction in personnel of the 1099th Transportation Company (Medium Boat) combined with a unit mission calling for wide dispersal of vessels and manpower over a large area in the Mekong Delta, necessitated changes in the utilization of personnel in the company. In particular E-5's were frequently called upon to act as convoy commanders as the senior authorized enlisted men on board.

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(b) **Evaluation:** The use of E-5's was generally successful except in these instances where specialists E-5 were to act as commanders. Hard feelings often developed among unit personnel and occasionally customers also objected to working with specialists.

(c) **Recommendation:** That TOE 55-128E be changed to make each coxswain a Sergeant E-6 to provide not only the necessary command authority but also the knowledge and experience necessary to perform the job of convoy commander.

b. (U) INTELLIGENCE:

(1) None

c. (C) OPERATIONS:

(1) Backlog in COMTEL Shop

(a) The backlog (433 of 1155 pieces supported or 37%) became a critical problem.

(b) EVALUATION: This is a continuing problem from the prior reporting period in part due to the density of equipment supported (1155 pieces) and insufficient authorized personnel. A backlog of supply parts ordered and shop facilities designed for a smaller operation further contributed to the problem. Finally, the long distance involved in evacuating equipment to the general support unit, the 147th Light Equipment Company at Long Binh, resulted in biweekly trips to drop off and pickup equipment evacuated. These infrequent trips resulted in long delays in time needed to repair. To correct these problems the signal section was enlarged and redesigned to provide more working space, including construction of new central test benches to provide over three times the work space previously available. A night shift was added to permit continuous full use of test equipment which heretofore had been shared among the radio repairman. A night shift permitted each repairman continuing access to test equipment. Also beginning at this time equipment was evacuated to the 147th Light Equipment Maintenance Company on a twice a week basis and repaired equipment returned by the same convoy, thereby expediting evacuation and return time. In June, a trained enlisted man from the section was stationed at Long Binh to provide coordination and follow up on evacuated equipment and to effect supply of critical parts. All corrective actions had the same result: to increase repair capability and reduce the time in shop necessary for repair. The result was the reduction of the backlog to 200 items or 17%. A broader analysis indicates that the density of equipment service reflects the decentralized small unit advisor operation in the Delta creating a large number of customer demands. The Commol Shop of the 526th CS Maintenance Company is organized to provide only the normal direct support function. Solving this problem involved authorizing augmentation of this unit with the 30th Signal Detachment and in effect changing its TOE to an organization with greater signal capabilities.

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(c) RECOMMENDATION: That in highly decentralized advisory operations the direct support unit be authorized augmentation personnel. As a long term proposition, such operations warrant the employment of more than one direct support signal repair team, or a general support operation. Since the 526th CS Maintenance Company is responsible for signal repair in MRIV, it is recommended that the MTOE (MTOE 11-500 DP 504) be changed to authorize a qualified signal warrant officer in order to provide the technical knowledge and expert supervision to accomplish efficient repair of signal items.

## (2) Lack of Adequate Deck Houses on LCM-8's:

(a) OBSERVATION: Deck houses became necessary on the LCM-8's of the 1099th Transportation Company (Medium Boat) because of the long river haul commitments throughout the Delta faced by the company. Because of a shortage of lumber, it was necessary to use old dunnage to construct the buildings. This produced structures that lacked uniformity between vessels and created an increased safety hazard.

(b) EVALUATION: Ninety-five percent of the commitments of the 1099th Transportation Company during the reporting period were long distance commitments where deck housing was needed. If LCM-8's continue to be used for long distance commitments, (i.e. more than one day away from unit location) suitable deck housing should be standard equipment on LCM-8's.

(c) RECOMMENDATION: That CDC be tasked to design a prefab building that could be removed quickly and easily while meeting minimum safety requirements for LCM-8 deck houses. Living quarters for the crew should be included.

## (3) Loss of Postal Funds:

(a) On 4 October 1971, a Sergeant of the 570th APU dispatched a pouch of registered mail from Bac Lieu to Can Tho. The mail pouch, which contained \$1,761.53 in mail order business, was lost. A postal investigation is currently being undertaken to determine the liability involved.

(b) EVALUATION: Similar incidents of missing mail pouches have been reported in Vietnam in recent months. Mail pouches, which may contain thousands of dollars after normal payday money order business, offer excellent targets for thieves. Even if no dishonesty is involved, care must be taken to insure that valuable mail pouches receive special handling.

(c) RECOMMENDATION: That special handling procedures be established for the handling of registered and money order mail in the Republic of Vietnam. It is suggested that an armed guard accompany money order mail deliveries in excess of \$1,000.00.

(d) (U) ORGANIZATION: None

(e) (U) TRAINING: None

(f) (U) LOGISTICS:

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10 November 1971

SUBJECT: Operational Report-Lessons Learned, Delta Logistical Support Activity (Prov) & 48th Transportation Group, Period Ending 31 October 1971  
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(1) Turn-in of Excess Equipment

(a) OBSERVATION: During the period 9 June 1971 thru 27 June 1971, the 526th CS Maintenance Company conducted a free turn in project for Corda/MACV IIRIV Provinces. The turn in project was intended to afford the various MACV teams an opportunity to rid themselves of large quantities of excess or unserviceable equipment.

(b) EVALUATION: Upon visits to the team sites, difficulties arose on convincing the S/4's to turn in everything excess or unneeded. On numerous occasions the S/4 would admit to having excess material and equipment, but would not turn those in because of possible future requirements.

(c) RECOMMENDATION: Any future plans for turn-in projects should include positive controls to insure success of programs. Additionally since "stockpiling" is a recurring problem in inaccessible areas, command control must be exerted at all levels to prevent the accumulation of large quantities of excess.

(2) Elimination of Overstock Items:

(a) OBSERVATION: During the reporting period several problem areas were detected in the 228th Supply and Services Company Class I breakdown operation. With the high turn over of Class I officers during this period and with few personnel trained in management procedures, a general lack of control of Class I stocks became evident. With standdown and the rapid decrease in customers and mission requirements, many items became excess.

(b) EVALUATION: Although many factors contributed to a breakdown in good Class I management practices, the most significant factor was an inability to provide consistent experienced leadership and trained personnel to operate a Class I breakdown point. The normal problem of obtaining qualified personnel was compounded by the fact that the MTOE of the 228th Supply and Service Company does not authorize a Class I breakdown section or a Class I Officer. Command action taken to correct shortcomings included the following. Using the issue date of the stock records card for the previous two months, an average issue per item was established. This figure was checked by computing the issue, using the issue factor multiplied by the reportable headcount. A stockage objective was then established and excess declared from a 100 per cent inventory of the Class I stocks. The excess was then inspected and either condemned and disposed of or retrograded to higher supply channels to be reissued later. A planograph was drawn up charting where items were to be located by FSN sequence. All excesses were identified and turned back into operational stocks at depot level.

(c) RECOMMENDATION: That MTOE 29-217GP508 be changed to add a Class I breakdown section to the 228th Supply and Service Company. A recommended change has been prepared by this headquarters and will be forwarded through command channels in early November.



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ROS (CSFOR-65) (R-3) (U)

**g. (c) COMMUNICATIONS:**

**(1) Communications with Convoys:**

(a) OBSERVATION: The long distance covered by the transportation units of this supply activity often made communication with convoys difficult, if not impossible. The standard AN/VRC 46/47 radios did not have the adequate range capability to meet communication needs over the entire military region.

(b) EVALUATION: The problem was initially alleviated to some extent by the use of fixed wing observation planes as communication relays, but this did not prove to be a long term solution in light of the aircraft's frequent non-availability for air cover missions.

(c) RECOMMENDATION: An alternate communications system employing radios with longer range or radio relay should be developed for use with long distance convoys.

**h. (U) MATERIAL:**

**(1) Repaired Equipment not claimed by Customers:**

(a) OBSERVATION: Repaired equipment awaiting customer pickup in this Maintenance DSU has remained ready for pick up on some occasions up to six (6) months before the customer returned for the equipment. Reported phone calls and letters to the Commanders had little effect in alleviating the problem. Under the direction of the CO DLSA and with the concurrence of Headquarters, US Army Support Command, Saigon, repaired equipment awaiting pickup in excess of thirty (30) days was returned to the supply depot. This was accomplished by the maintenance DSU closing out the existing work orders, re-opening new job orders stating that the equipment had been found on post, and using the maintenance DSU's own account to turn-in the equipment to the supply DSU.

(b) EVALUATION: This procedure was utilized because at this time there is no other system available by which a maintenance DSU may turn-in equipment which is not on its property books. The only turn-in document supporting the property book of the owning unit in such a transaction is a copy of the DSU's turn-in document to the supply DSU. AR 735-35 does not provide for this turn-in procedure.

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RCS (CSFOR-65) (R-3) (U)

(c) RECOMMENDATION: Since the failure of supported units to pick up equipment is a serious recurring problem in Vietnam, recommend that administrative procedures be modified to permit the DSU to turn-in unclaimed equipment and grant turn-in credit to the unit.

*for James Macdonald LTC, GMA*  
DONALD R. CONRILL  
COL, TC  
Commanding

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AVCS GO (10 Nov 71) 1st Ind


SUBJECT: Operational Report-Lessons Learned, Delta Logistical Support Activity (Prov) and 48th Transportation Group, Period Ending 31 October 1971, RCS (CSFOR-65) (R-3)

HQ US ARMY SUPPORT COMMAND, SAIGON, APO San Francisco 96491 21 DEC 1971

TO: Assistant Chief of Staff for Force Development, Department of the Army, Washington, D. C. 20310

1. Reference paragraph 2a(1), page 5: Non-concur. There is no need to change the basic TOE. An additional 34 E-6 coxswains are not needed in a medium boat company. If a situation such as this arises, a proposed MTOE should be submitted to fit the needs of the company.
2. Reference paragraph 2c(1), page 6: Non-concur. The loss of density supported which is taking place currently and which will continue, will steadily dissipate the problem innumerate. The Army's concept of DS maintenance today is to minimize the effort forward through modular design. A Signal Warrant Officer can be justified only at GS level.
3. Reference paragraph 2c(2), page 7: Concur. When LCM-8's are committed to trips in excess of one day, deck housing should be provided for the safety of the crew.
4. Reference paragraph 2h(1), page 9: Concur. DSU's do not have the space to store items waiting pick-up.
5. Other lessons learned, observations, and recommendations are concurred in by this command.

FOR THE COMMANDER:

  
WILLIAM H. CLINTON  
1LT., AGC  
ASST AG

17  
AVHDO-DO (10 Nov 71) 2nd Ind

SUBJECT: Operational Report - Lessons Learned, Delta Logistical Support Activity (Prov) and 48th Transportation Group, Period Ending 31 October 1971, RCS (CSFOR-65) (R-3) (U)

Headquarters, United States Army Vietnam, APO San Francisco 96375 6 MAR 1972

TO: Commander in Chief, United States Army Pacific, ATTN: GPOP-FD,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1971 from the Delta Logistical Support Activity (Prov) and 48th Transportation Group and concurs with comments of indorsing headquarters.

2. Additional comment follows:

Reference item concerning "Material", paragraph 2h, page 9: Appropriate procedures to permit the DSU to turn-in unclaimed equipment will be incorporated into USARV Supplement 1 to AR 710-2 presently being prepared.

FOR THE COMMANDER:



A. K. K.

Cy furn:  
Delta Log Sup Act  
USASUPCOM-SGN

15  
GPOP-FD (10 Nov 71) 3d Ind (U)  
SUBJECT: Operational Report-Lessons Learned, HQ Delta  
Logistical Support Activity (Prov) and 48th Trans  
Group. Period Ending 31 October 1971, RCS CSFOR-65  
(R3)

HQ, US Army, Pacific, APO San Francisco 96558 6 APR 1972

TO: HQDA (DAFD-ZA) WASH DC 20310

This headquarters concurs in subject report as indorced.

FOR THE COMMANDER IN CHIEF:

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